



THE EAGLE-PICHER COMPANY

for the fiscal year ended NOVEMBER 30, 1950

40117617

SUPERFUND RECORDS

009238

Annual Report

THE EAGLE-PICHER COMPANY

For the Year Ended

November 30, 1950

THE EAGLE-PICHER COMPANY

(AN OHIO CORPORATION)

DIRECTORS

VINCENT H BECKMAN ARTHUR E BENDELARI JOEL VI BOWLBY CARL A GEIST CARL F HERTENSTEIN JOSEPH HUNNEL JR ELMER ISERN ROBERT E MULLANE
JOHN J ROWE
T SPENCER SHORE
MILES M ZOLLER

OFFICERS

JOEL M BOWLBY
T SPENCER SHORE
WILLIAM R DICE
CARL A GEIST
CARL F HERTENSTEIN
RICHARD SERVISS

Chairman
President
Vice President and Comptroller
Vice President Secretary Treasurer
Assistant Treasurer
Assistant Secretary

DIVISION MANAGERS

ELMER ISERN
MILES M ZOLLER
HARWOOD F MERRILL
WILLIAM F MURDOCK
GLEN J CHRISTNER

President The Eagle Picher Mining & Smelting Co

Vice Pres The Eagle Picher Sales Co — Pigment Division

Vice Pres The Eagle Picher Sales Co — Paint & Varnish Division

Vice Pres The Eagle Picher Sales Co — Metallic Products Division

General Manager — Insulation Division

TRANSFER AGENTS

GUARANTY TRUST COMPANY OF NEW YORK N Y WESTERN BANK & TRUST COMPANY CINCINNATI OHIO

REGISTRARS

THE CHASE NATIONAL BANK OF THE CITY OF NEW YORK NY
THE FIFTH THIRD UNION TRUST COMPANY CINCINNATI OHIO

GENERAL OFFICES

THE AMERICAN BUILDING CINCINNATI OHIO

The Eagle-Picher Company

TO THE SHAREHOLDERS OF

IIII FACIF PICHER COMPANY

The Annual Report of your Company for the find year ended November 30 1950 including financial statements is presented in advance of the Annual Meeting of Shareholders to be held on March 27 1951

I tevr us reports have included comparisons of operating results with those of the preceding year such a comparison has been omitted at this time as your management felt that it would be more confusing than informative because of the change in presentation required by the adoption of the base-stock mather of inventory valuation at November 30 1949.

Ceneral

The 1950 final year was a successful one for The light Licher Company. Sales and earnings increased year the preceding year and working capital and net with it the year end were substantially higher than at November 30, 1949.

I rice of zine and lead the two principal metals produced and processed by your Company rose materially during the year. This in turn was reflected in higher prices for products manufactured from the e-metals.

The major part of the rise in the price of zinc occurred before the fighting began in Korea. Zinc was in good demand throughout the year by regular industrial consumers in addition to which government took piling was a factor of varying importance from time to time. The recovery in the price of lead on the other hand dates from the Korean crist. In the early part of the year, the price of lead was depressed by imports from countries where the

need for dollars was more urgent than that for met all At present both lead and zinc appear to be in a strong statistical position

Despite the many problems and uncertainties re sulting from the present state of national emergency the outlook for your Company for 1951 seems gen erally promising Barring a settlement of the inter national situation and a substantial cutback in defense spending neither of which regrettably seems probable the demand for zinc and lead and most products manufactured by the Company should continue at a high level Under these cir cumstances sales and net income before taxes for 1951 should compare favorably with those for 1950 The tax burden will be heavier with higher normal and surtax rates and with an excess profits tax in effect for the full year. On the other hand your Company has a relatively good exce s profits tax base under the provisions of the present law

Sales

Net sales for the fiscal year ended November 30 1950 amounted to \$69 123 902 as compared with \$63 349 822 for the preceding fiscal year an increase of \$5 774 080 or approximately 8 3%

The following table shows the trend of sales during the year as compared with that in 1949

	1950	1949	Decrea e
1 t Half	\$26 890 812	\$3 2 591 185	-171 6
3rd Quarter	19 440 537	15 895 733	+ \$ C7 -
4th Quarter	29 792 553	14 862 904	+3300

Sales in the third quarter of 1950 were the highest for such period in the Company's history while those for the fourth quarter were exceeded only by the fourth quarter of 1948

Earnings

Net profit after taxes for the fiscal year ended November 30 1950 was \$2,959,296,39 equivalent to \$3.55 per share compared with a net credit to surplus for the final year ended November 30 1949 of \$2,747,146,69 or \$3.09 per share

During the first half of the 1950 fiscal year the price of lead (New York) fluctuated between 105c and 12c per pound and zinc (E. St. Louis) between 975c and 12c per pound resulting in a low dollar sales volume and low gross margins. Consequently the Company's net profit for this period was only \$759.72.20. In the last half of the year prices of lead and zinc and many of the Company's manufactured products improved and gross profits were increased. Despite higher tax rates net profit during this period amounted to \$2.169.524.19.

Balance Sheet

Current assets at November 30 1950 amounted to \$21 634 705 03 including \$6 530 269 11 of cash and governments and current liabilities were \$6 148 484 47 showing a current ratio of 3 5 to 1

Working capital of \$15 486 270 56 compared with \$17 753 933 51 at the close of the preceding fiscal year an increase of \$2 732 287 05

Total inventories at November 30, 1950 amounted to 56,989,043,56 compared with \$7,926,308,57 on November 30, 1949, a decrease of \$1,037,265,01. Metal content of inventories in tons at the respective dates was as follows.

	No. 30 1950	Nov 30 1949	Decrea e
Lend	16 275	18 895	5 850
Linc	14 616	16 976	2 300

Investments in and advances to foreign subsidiaries not consolidated were reduced during the vear by \$328 649 06 most of which reduction occurred in the Company's investment in Mexico. The Mexican subsidiaries operated at a profit and therefore were able to repay a portion of the advances previously made by the U.S. company. Should present prices of lead and zinc continue these advances should be reduced substantially further in 1951.

\et fixed assets at \overhear 30 1950 totaled \all 1375 612 51 compared with \all 12 333 105 64 at \overhear 30 1949 a reduction of \all 1 007 490 13

For a number of years the Company had owned 10 924 shares of Treasury Stock costing \$61 797 56 which were purchased for resale to employees. During the particle vear under an Employee Stock Purchase Plan the Company sold 10 505 of these shares to key employees exclusive of the Chairman of the Board and the President at the market price prevailing at the time of sale. The balance of 419 shares was sold on the New York Stock Exchange. These sales netted the Company \$210 894 12 and produced a profit of \$149 096 56 which was credited to capital surplus.

Listed below is a summary of the source and application of funds for the year

FUNDS PROVIDED

Net profit for year Depreciation and depletion	43 9 4396 34 178 64 90
Sale of treasury stock	\$10 884 15
	*1 8 32 836 4
FUNDS APPLIED	,,
Capital additions less retirements	8 699 927 ()
Mi cellaneous accounts net	60 704 72
Dividends paid	1 339 917 00
Increase in working capital for year	₹ 737 ₹8 05
	×1 83> 836 1

Duidends

The regular quarterly dividend of 30 cents per hare was maintained during the veir and an extri of 30 cents was paid in December making total disbursements of \$1.00 per share for the calendar year. Payments during the past five calendar years have been as follows 1946 \$1.00 1947 \$1.50 1948 and 1949 \$1.80 and 1950 \$1.50

The Board of Directors and the management are cognizant of the pressing need for income felt by many stockholders. On the other hand, they believe that your Company should maintain a strong financial position as a protection against possible future contingencies as well as to enable it to continue expansion and improvement of its manufacturing and mining activities. The Directors are of the opinion that the best interests of stockholders are served by adhering to a regular dividend rate, which it is expected can be maintained except during periods of extreme conditions, and to supplement it by payment of extra dividends when consistent

with earnings and the financial position of the Company

Net Worth

The net worth (capital and surplus) of your Company at November 30 1950 was \$25 851 726 90 equivalent to \$78 72 per share compared with \$74 113 750 95 or \$77 12 per share at November 30 1949

The tabulation below lists for the past five years the book value of the common stock after eliminating the cost of stocks of consolidated subsidiaries in excess of their net asset values when acquired While this excess represents an actual cash expenditure it may be construed as goodwill from an accounting standpoint and probably will be eliminated in a reasonable period of time by charges to carned surplus

Nov 30	Book Value Per S	Per Share	
1950	*** 141 894	#27 15	
1949	əs 641 619	25 47	
1948	21 529 137	24 23	
1947	19 001 732	21 44	
1946	16 674 593	18 75	

Taxes

Provision for Federal and State taxes on income for the fiscal year ended November 30 1950 amounted to \$3 470 000 or \$3 85 per share of which \$215 000 was for excess profits tax

Your management estimates that on an average circumgs by is the Company's excess profits tay base for the 1950 fiscal year was \$550,000. While it is impossible to calculate accurately at this time it is our belief that if the basis provided under the present law is not changed the Company's excess profits tay credit for the fiscal year ending No yember 30, 1951 will be increased to approximately \$6,000,000.

Auditors

Since 1927 Barrow Wade Guthrie & Co in dependent accountants have reported upon the financial statements of the Company. This firm was elected as auditors for the current year at the last Annual Meeting of Shareholders. During the year Barrow Wade Guthrie & Co was merged with Pert Marwick Mitchell & Co and the certificate covering the 1950 statements therefore is signed by the successor firm.

Outlook

The vear 1951 will confront all companies with many operating problems. There will be numerous materials in short supply. Constantly changing regulations restrictions and requirements will be placed upon industry by government. Prices and wages and even profits may be regulated to some extent. Many men and women will be joining the armed forces or departments of the government. Manpower can become a serious problem. The tay burden will be the heaviest this country has ever experienced.

On the favorable side there would seem to be little likelihood of lower prices for lead and zinc under a defense economy. In fact, higher prices may become essential in order to bring out required production. Demand for most of the products which we manufacture should continue at a high level and we believe your organization is well equipped to cope with the many problems which it must face.

Taxes are taking and will continue to take a staggering toll from the national economy. While the government should spend every cent essential to the protection of our national safety the billions which are being spent at present for non-essential non defense projects should be eliminated. It is to be hoped that the Federal Government in attempting to control inflation will not overlook the desir ability of reducing to a minimum those expenditures not necessary to good government and the presery tion of our way of life.

Your management wishes to take this opportunity of giving recognition to the fine and loval services of the members of The Eagle Picher organization who have contributed so wholeheartedly to the success of the Company

By order of the Board of Directors

JOEL M BOWLBY
Chairman

T Spencer Shore
President

CINCINNATI OHIO FEBRUARY 16 1951

THE EAGLE PICHER COMPANY

CONSOLIDATED BALANCE SHELL

ASSETS				
CURRENT ASSETS	195	0	1949	
(ash in binks and on hand		8 5 910 269 11		8 3 157 534 3
U.S. Government obligations — at cost (market value at November 30, 1950 — \$619,305,70)		620 000 00		632 000 0
Accounts and notes receivable	8 8 583 286 23		\$ o 168 837 30	
Less Reserve for doubtful accounts Inventorics of raw materials work in process finished products and supplies	367 893 87	8 215 392 36	373 452 38	4 79 5 384 9
Ores metals and metal bearing products — Note I	3 553 545 72		ə 006 0ə0 64	
Other products merchandise for resale and manufacturing materials and supplies — at cost	3 335 497 84	6 889 043 56	9 920 257 93	7 926 308 a
TOTAL CURRENT ASSETS		21 634 705 03		16 504 777 8.
OTHER ASSETS				
Repair parts and maintenance supplies	965 975 22		1 032 561 54	
Investment in and advances to associated company and sundry securities — at or below cost	395 593 51		270 872 43	
Viscellaneous accounts and advances	280 211 86	1 641 780 59	108 757 47	1 412 191 4
INVESTMENT IN AND ADVANCES TO FOREIGN SUB- SIDIARIES NOT CONSOLIDATED Note ♀				
Mexican subs diaries	2 611 628 76		2 934 669 77	
Canadian subsidiaries	747 864 73	3 354 493 49	748 472 78	3 683 14° a:
FIXED AND INTANGIBLE ASSETS				
Mining lands and leases mills smelters and fabricating	10 7 10 000 00		41.010.010.0	
plants and railroad and miscellaneous properties Less Reserves for depletion depreciation etc	42 148 093 78 30 822 481 27		41 919 810 58 29 586 707 94	
	11 320 612 01		12 333 102 64	
Cost of stocks of consolidated subsidiaries in excess of book value at dates of acquisition of net assets				
acquired	1 409 833 07		1 409 833 07	
Patents goodwill etc	1 00	12 795 446 58	1 00	13 742 936 71
TREASURY STOCK - 10 924 shares at cost				61 79~ 56
PREPAID AND DEFERRED CHARGES				
Prepaid freight insurance etc	192 700 05		213 824 50	
Miscellaneous deferred charges	ə30 573 51	723 273 56	394 768 24	608 592 74
	=	840 089 699 25	:	336 012 888 8 3

The accompanying notes are τ

AND DOMESTIC SUBSIDIARIES

15 AT NOVEMBER 30 1950 AND 1949

LIABILITIES		_		
CURRENT LIABILITIES	195	<u> </u>	1949	
Accounts pavable Dividend pavable		\$ 3 913 407 30 539 748 60		\$ 1 9 ° 2 349 5 400 084 °
Accrued liabilities Wages and salaries Taxes other than taxes on income Other	\$ 451 502 74 192 093 96 465 133 60		\$ 340 872 04 202 038 77 	78~ o41 o
Provision for Federal and State taxes on income Less U.S. Covernment obligations	4 111 598 27 3 525 000 00		640 319 00	640 319 00
TOTAL CURRENT LIABILITIES		6 148 484 4~		3 750 294 3
PURCHASE MONEY OBLIGATION				
Pavable serially to March 1 1902 Less Contingent obligation pavable from earnings of acquired subsidiary if and to the extent earned not	575 7 22 31		663 994 56	
in excess of	441 361 25		441 361 25	
Fixed obligation	134 361 06		272 633 31	
Less Payments due currently included in accounts payable	103 346 21	31 014 85	88 272 20	134 361 00
THREE PER CENT NOTES — PAYABLE SERIALLY SEPTEMBER 1 1953 TO SEPTEMBER 1 1967		7 500 000 00		~ 200 000 00
RESERVES FOR SELF INSURANCE				
Workmen's compensation Fire and tornado	422 016 65 136 456 38	აა8 473 03	386 508 80 128 473 70	o14 98 ⁾ o0
COMMON STOCK - par value \$10				
Authorized 1 000 000 shares Issued and outstanding 900 000 shares		9 000 000 00		9 000 000 00
SURPLUS				
Capital surplus including \$149 096 56 arising from sale of treasury stock during the year ended November 30 1950	2 020 092 88		1 900 999 32	
Earned surplus — per accompany ing statement — Note 3	14 801 631 02	16 851 726 90	13 212 201 63	15 113 250 95
Same and him her accombany management 1000		840 089 699 25	10 01 001 00	\$36 01 2 888 8 3

THE EAGLE PICHER COMPANY AND DOMESTIC SUBSIDIARIES

CONSOLIDATED STATEMENT OF PROFIT AND LOSS AND EARNED SURPLUS FOR THE YEAR ENDED NOVEMBER 30 1950

NET SALES		\$69 1 2 3 90
PRODUCTION AND MANUFACTURING COSTS		oo 909 049 76
GROSS OPERATING PROFIT - before depletion and depreciation		13 214 852 77
EXPENSES Selling Traffic warehousing and shipping General and administrative	\$ 2 228 365 40 760 861 91 2 389 655 71	<u>5 378 883 07</u>
NET OPERATING INCOME before depletion and depreciation		
Mining and manufacturing Northeast Oklahoma Railroad Company		7 835 969 70 342 798 83 8 178 768 53
OTHER INCOME		168 208 86 8 346 977 39
INTEREST PAID		370 077 00
On long term debt Other	220 000 00 6 063 18	² 31 063 18 8 115 914 21
DEPLETION DEPRECIATION Etc		
Provision for depletion and depreciation Exploration and prospecting expenses less %54 413 97 gain on disposition of capital assets	1 692 645 96 23 971 86	1 716 617 82
NET PROFIT - before Federal and State Taxes on Income		6 399 296 39
FEDERAL AND STATE TAXES ON INCOME		
Federal normal tax and surtax Federal excess profits tax State income tax	3 175 300 00 215 000 00 79 700 00	3 470 000 00
NET PROFIT FOR YEAR — Note 1		2 929 296 39
EARNED SURPLUS NOVEMBER 30 1949		13 °1° 251 63 16 141 548 02
DIVIDENDS PAID AND ACCRUED		1 339 917 00
EARNED SURPLUS - NOVEMBER 30 1950		<u>\$14 801 631 0?</u>

The accompanying notes are an integral part of this statement

THE EAGLE PICHER COMPANY AND DOMESTIC SUBSIDIARIES

NOTES TO FINANCIAL STATEMENTS
NOVEMBER 30 1950

NOTE 1 — At November 30 1949 the bise stock method of inventors valuation was adopted base quantities of 15 000 tons of lead and 10 000 tons of zinc were established at fixed prices based on 6.5 cents per pound for lead (New York) and 5 cents per pound for zinc (East St. Louis) the remainder of the inventors metal content was priced at the lower of average cost or market. Reductions in the value of base quantities to such fixed prices amounted to \$1.895.559 at November 30 1949 and \$3.751.989 at November 30 1950. The increase of \$1.856.430 in 1950 was charged to production costs in the Profit and Loss statement. No comparable adjustment was reflected in the Profit and Loss statement for the 1949 fiscal year.

On the basis of valuing metal content at the lower of average cost or market plus manufacturing costs of materials in process and finished products the aggregate value of ores metals and metal bearing products was \$7,300,535 at November 30, 1950 and \$6,901,610 at November 30, 1950.

NOTE 2—The equity of The Eagle Picher Company and Domestic Subsidiaries in foreign subsidiaries not consolidated has increased \$400 014 since dates of acquisition as a result of profits to ses and dividend distributions. Of this increase \$327 373 accrued during the year ended November 30 1950

NOTE 3 — The 3% notes contain a covenant which so long as any of the notes remain outstanding restricts the amount which may be declared as dividends (other than those payable in stock of the Company) or applied in the purchase redemption or retirement of the Company's capital stock. At November 30, 1950 the amount available for such purposes was \$6,675,823.

PEAT MARWICK MITCHELL & CO

Certified Public Accountants

CHICAGO ILLINOIS

To the Directors

THE EAGLE PICHER COMPANY

CINCINNIST ONIO

We have examined the consolidated balance sheet of The Eagle Picher Company and its domestic subsidiaries as of November 30, 1950 and the related consolidated statement of profit and loss and earned surplus for the year then ended Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances

In our opinion the accompanying balance sheet and statement of profit and loss and earned surplus present fairly the consolidated financial position of The Fagic Picher Company and its domestic subsidiaries at November 30 1950 and the results of their operations for the fiscal year then ended in conformity with generally accepted accounting principles applied on a basis consistent (except for the base stock inventory valuation adjustment charged to profit and loss in 1950 as explained in Note 1 – which we approve) with that of the preceding year

PEAT MARWICK MITCHELL & CO

Chicago Illinois February 8 1951

PLANTS-

Argo Illinois
Atlanta Georgia
CINCINNATI OHIO
CLARK \EVADA
COMMERCE ORLA
Dallas Texas
Dover New Jersey

EAST CHICAGO INDIANA
E ST LOUIS ILLINOIS
GALENA ILLINOIS
GALENA KANSAS
HENRYETTA OKLA
HILLSBORO ILLINOIS

HOLSATONIC MASS
JOPLIN MISSOURI
LYONS ILLINOIS
NEWARK NEW JERSEY
OKLAHOMA CITY OKLA
TUCSON ARIZONA
WABASH INDIANA

SALES OFFICES-

ATLANTA GEORGIA
Ptacek Street N W

CHICAGO ILLINOIS

1 No La Salle Street

CINCINNATI OHIO
The American Building

CLEVELAND OHIO 1222 Standard Bldg

Dallas Texas
Westmoreland Road and
Singleton Blvd

DETROIT MICHIGAN 1627 W Fort St Rm 406

> EAST CHICAGO IND 420 E 151 Street

EAST ST LOUIS ILL. 305 St Clair Avenue HOUSTON TEXAS
1121 Rothwell St

JOPLIN MISSOURI
C and Porter Street

KANSAS CITY MISSOURI 311 W 19th Street

Los Angeles Cal 2432 East 8th St (Associated Lead and Zing Co)

Lyons Illinois
7701 West 47th Street

MINNEAPOLIS MINN 618 Washington Ave N

New Orleans La 411 South Peters Street

New York New York
420 Lexington Avenue

OKLAHOMA CITY OKLA 1801 W Grand Ave

PHILADELPHIA PA Wilford Bldg 33rd & Arch Streets

PITTSBURGH PA 1501 Oliver Bldg

SAN FRANCISCO CAL 444 Market St (Associated Lead and Zing Co)

SEATTLE WASH

2700-16th Ave S W

(ASSOCIATED LEAD AND ZING CO)

THE EAGLE PICHER
MINING & SMELTING CO
Miami Okla
(Sales Offices for Slab Zinc)

FOREIGN AFFILIATIONS-

CANADA

McArthur Irwin Limited The Dominion Linseed Oil Co Ltd Hart Battery Company Limited

MEXICO

EAGLE PICHER DE MEXICO S A DE C V MINAS DE DURANGO S A DE C V MINAS DE IGUALA, S A DE C V

PRINCIPAL EAGLE-PICHER PRODUCTS

Painting Materials

FLAT WALL FINISHES

SEMI-GLOSS FINISHES

TRIVI COLORS

SASH & TRIVI ENAMELS

BARN PAINTS

STUCCO & CONCRETE PAINT

QLICK DRY ENAMELS

QLICK SET SEAL

PORCH & FLOOR PAINTS

VARNISHES
INTERIOR CLOSS ENAMEL
HOUSE PAINTS
CREOSOTE PAINT
SCREEN ENAMEL
IMPLEMENT ENAMELS
SHINGLE STAINS
WALL PRIMERS & SEALERS
ENAMEL UNDERCOATS
BASIC THINNER

PASTE WOOD FILLER
PENETRATING OIL STAINS
VARNISH STAINS
ALUMINUM PAINTS
TRAFFIC PAINTS
COLORS IN OIL
METAL PAINTS
HEAT RESISTING PAINTS
WHITE LEAD PAINTS

Pigments and Oxides-

LEAD FREE ZINC OXIDES
LEADED ZINC OXIDES
WHITE LEAD CARBONATE
SUPER SUBLIMED WHITE LEAD

SUBLIMED BLUE LEAD
BASIC SILICATE WHITE LEAD
LEAD SILICATE (MONO)
ALSILOX
RED LEAD

ORANGE MINERAL LITHARGE SUBLIMED LITHARGE LITHOPONE GERMANIUM OXIDE

-Metallic Products-

ALLOYS TIN LEAD ANTIMONIAL LEAD ANODES TIN BEARING METALS CAULKING LEAD LEAD PIPE AND TUBING
LEAD WIRE
TIN PIPE AND TUBING
ROOF FLANGES
PLUMBERS LEAD FITTINGS

SOLDERS
LEAD WEIGHTS
LEAD WOOL AND PLUGS
SHEET LEAD
LEAD TIN SILVER

Industrial Insulation

INSULATING CEMENTS

MINERAL WOOL — FILL

MINERAL WOOL — LOOSE

MINERAL WOOL PIPE COVERINGS

PROTECTIVE COATINGS FOR INSULATION
MINERAL WOOL — BLANKETS

MINERAL WOOL — BLOCKS
MINERAL WOOL — FELTS
DIATOMACEOUS EARTH BLOCKS
ANTI CONDENSATION COMPOUND

Home Conditioning Products -

MINERAL WOOL INSULATION —
GRANULATED
MINERAL WOOL INSULATION —

LOOSE

MINERAL WOOL INSULATION —

STORM WINDOWS AND SCREENS STORM AND SCREEN DOORS

Other Products ---

CELATOM (DIATOMACEOUS EARTH)
CADMIUM

INDUSTRIAL FLOOR DRY NO 85

SLAB ZINC (SPELTER)
GERMANIUM



THE EVELL-PICHER TOMPANY

ECHEENS WAR BOOKS